Generating Resource Solutions

29 June 2005

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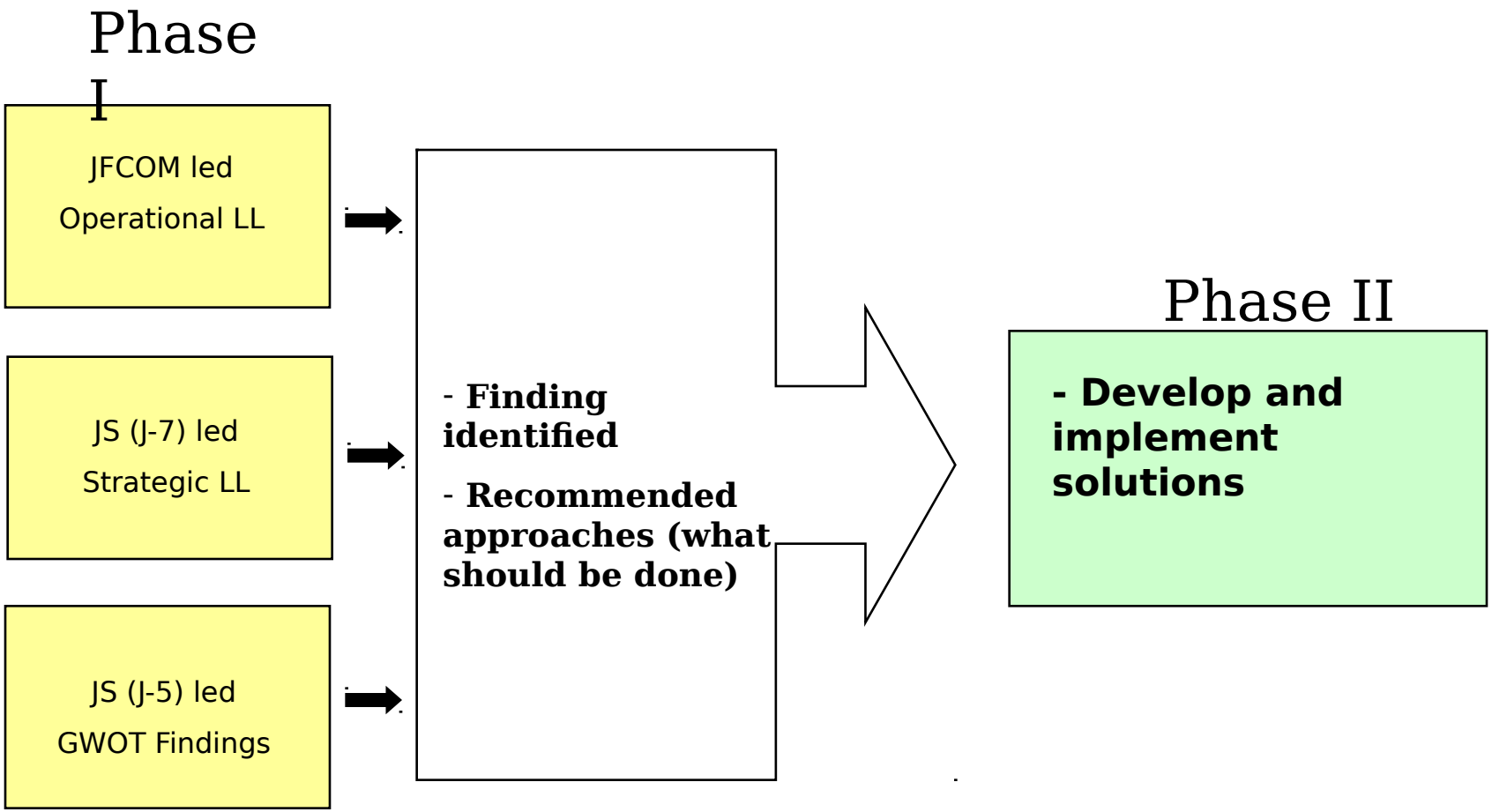
Purpose

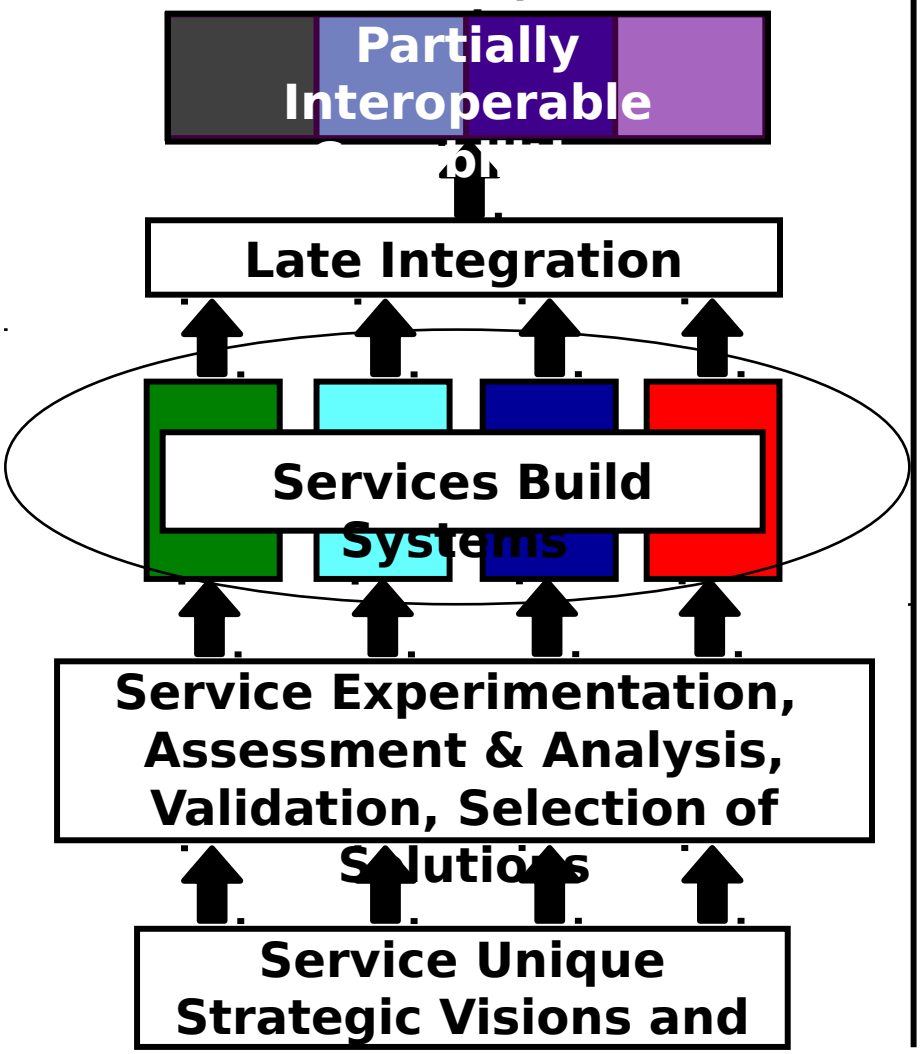
- **Focus on Phase II Processing of Lessons Learned**
- **Brief review of JCIDS**
- **History of Phase II efforts over past 16 months**
- **Major changes to Phase II**
- **Way Ahead**

Phase II in Context

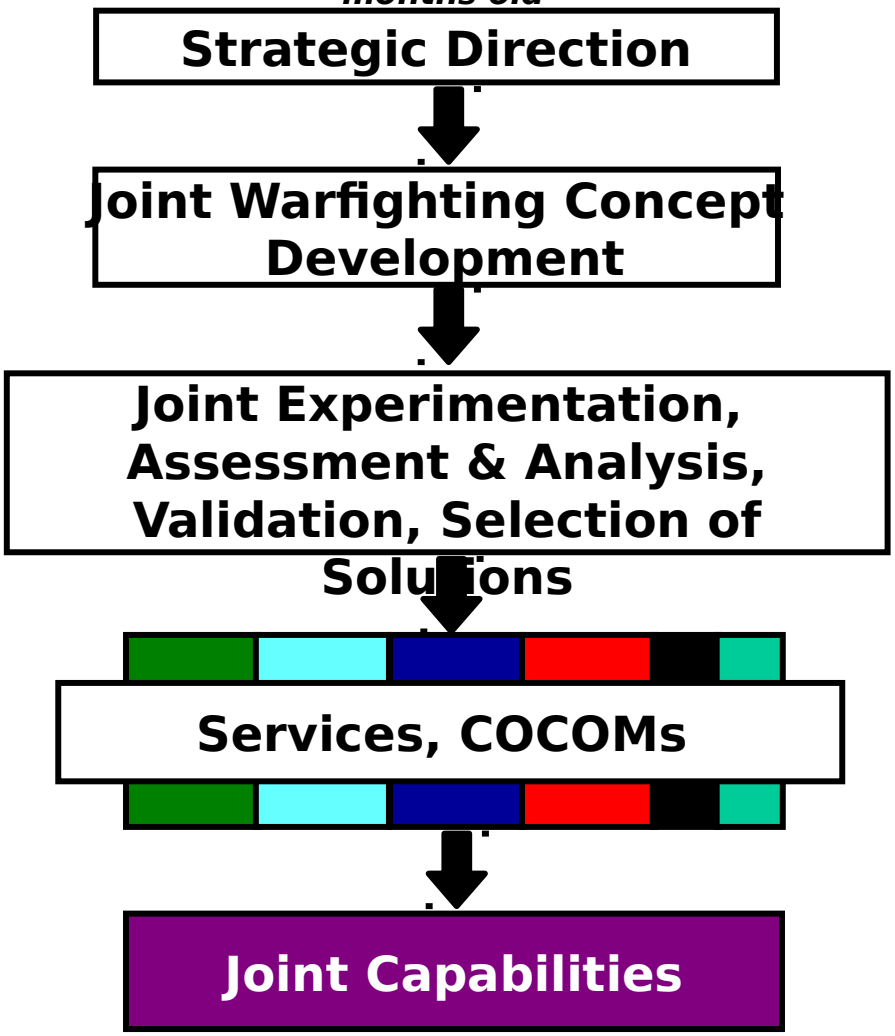


Joint Capability Based Methodology

Requirements Generation System (RGS)- ~30 years of

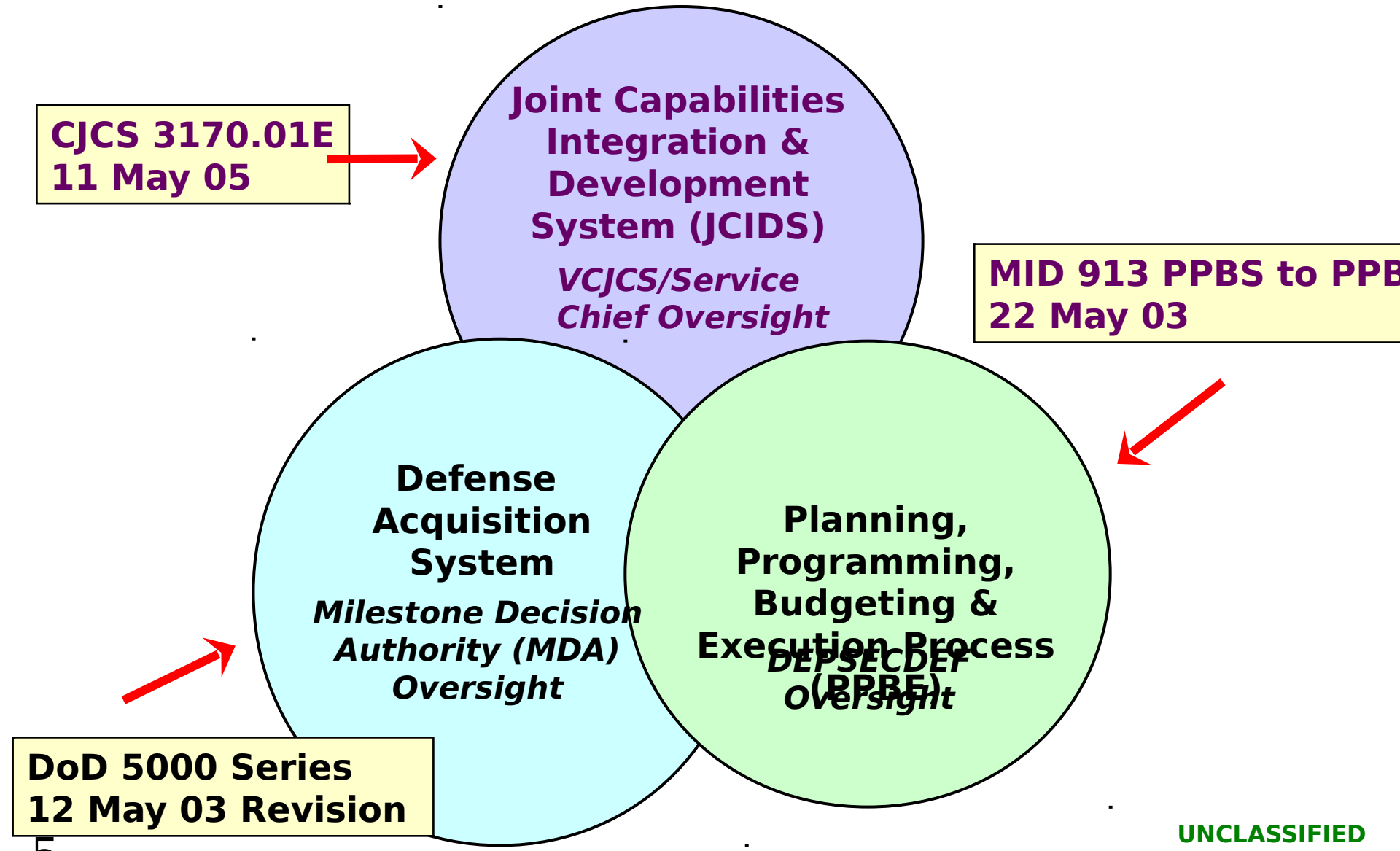

Partially Interoperable
Late Integration
Services Build Systems
Service Experimentation, Assessment & Analysis, Validation, Selection of Solutions
Service Unique Strategic Visions and Requirements

Joint Capabilities Integration and Development System (JCIDS)- 23 months old

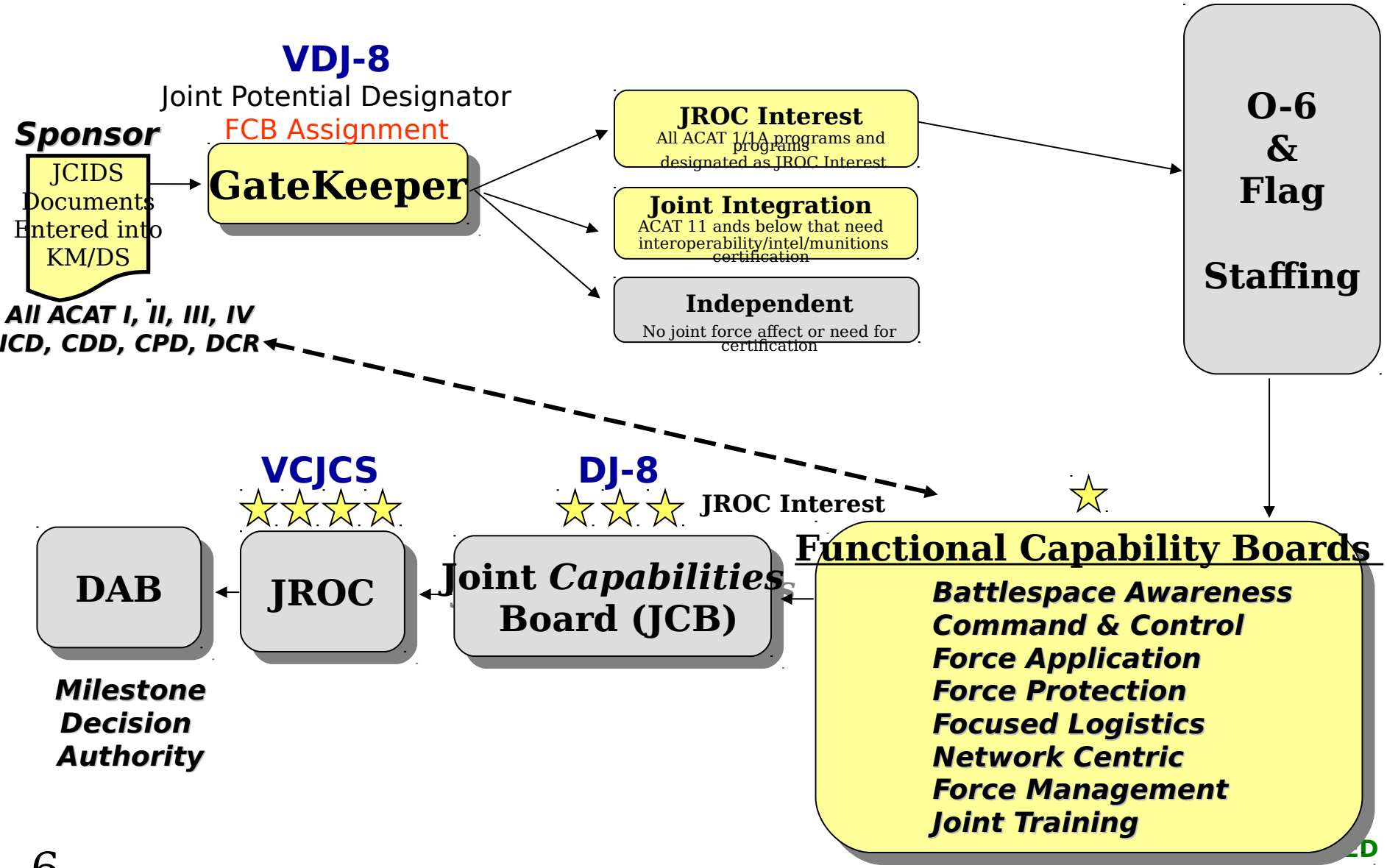


- DoD Summit Fall 2002, VCJS change the JROC process

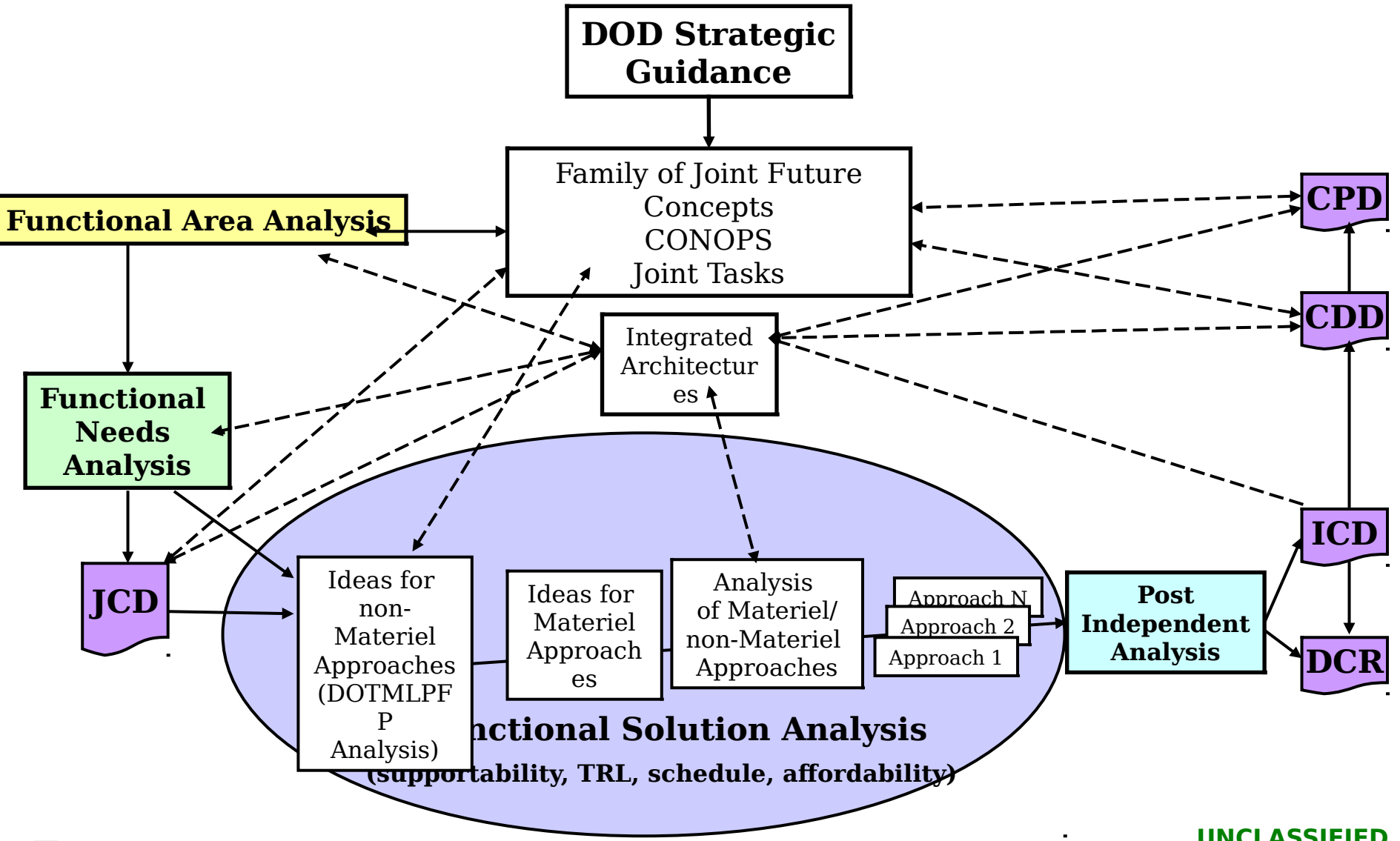
Decision Support Systems in Transformation



JCIDS Process



JCIDS/3170


DOD Strategic Guidance
Family of Joint Future Concepts CONOPS Joint Tasks
Functional Area Analysis
Functional Needs Analysis
Integrated Architectures
CPD
CDD
ICD
DCR
JCD
Ideas for non-Materiel Approaches (DOTMLPF P Analysis)
Ideas for Materiel Approaches
Analysis of Materiel/ non-Materiel Approaches
Approach N
Approach 2
Approach 1
Post Independent Analysis
nctional Solution Analysis
(supportability, TRL, schedule, affordability)

Oversight Bodies

Functional Capabilities Board (FCB)

- Services
- Combatant Commanders
- USD (AT&L)
- USD (I)
- USecAF (Space)
- ASD NII/ DOD CIO
- USD (C)
- D, PA&E
- DIA Representative (Intelligence Supportability)
- Mission Requirements Board

Joint Capabilities Board (JCB)

- Chaired by DJ8
- Services (GO/FO)
- Interested party participation

Functional Capability Board (FCB)

JROC:

- Charters FCBs
- Directs FCB efforts
- Identifies FCB lead

FCBs:

- OSD Co-chairs
- Bring all stakeholders together for common review and issue resolution
- Prioritize/assess capability gaps and proposals annually

Command & Control JFCOM J-8	**Battlespace Awareness** JS J-2	**Focused Logistics** JS J-4	**Joint Training** JS J-7 Tri Chair
Net-Centric JS J-6	**Force Application** JS J-8	**Force Protection** JS J-8	**Force Management** JS J-8

JROC Organization

JROC DECISION CHAIN

FINAL DECISION AUTHORITY

CJCS — ADVICE TO SECDEF

JROC — TOP LEVEL GUIDANCE RECOMMENDATION/APPROVAL

JCB — ISSUE DEVELOPMENT

FCB — INITIAL ISSUE REVIEW

FCB WG — ANALYTIC FOUNDATION

JROC: Joint Requirements Oversight Council
JCB: Joint Capabilities Board
FCB: Functional Capabilities Board
FCB WG: Functional Capabilities Board Working Group

JROC MEMBERSHIP

Chair: VCJCS

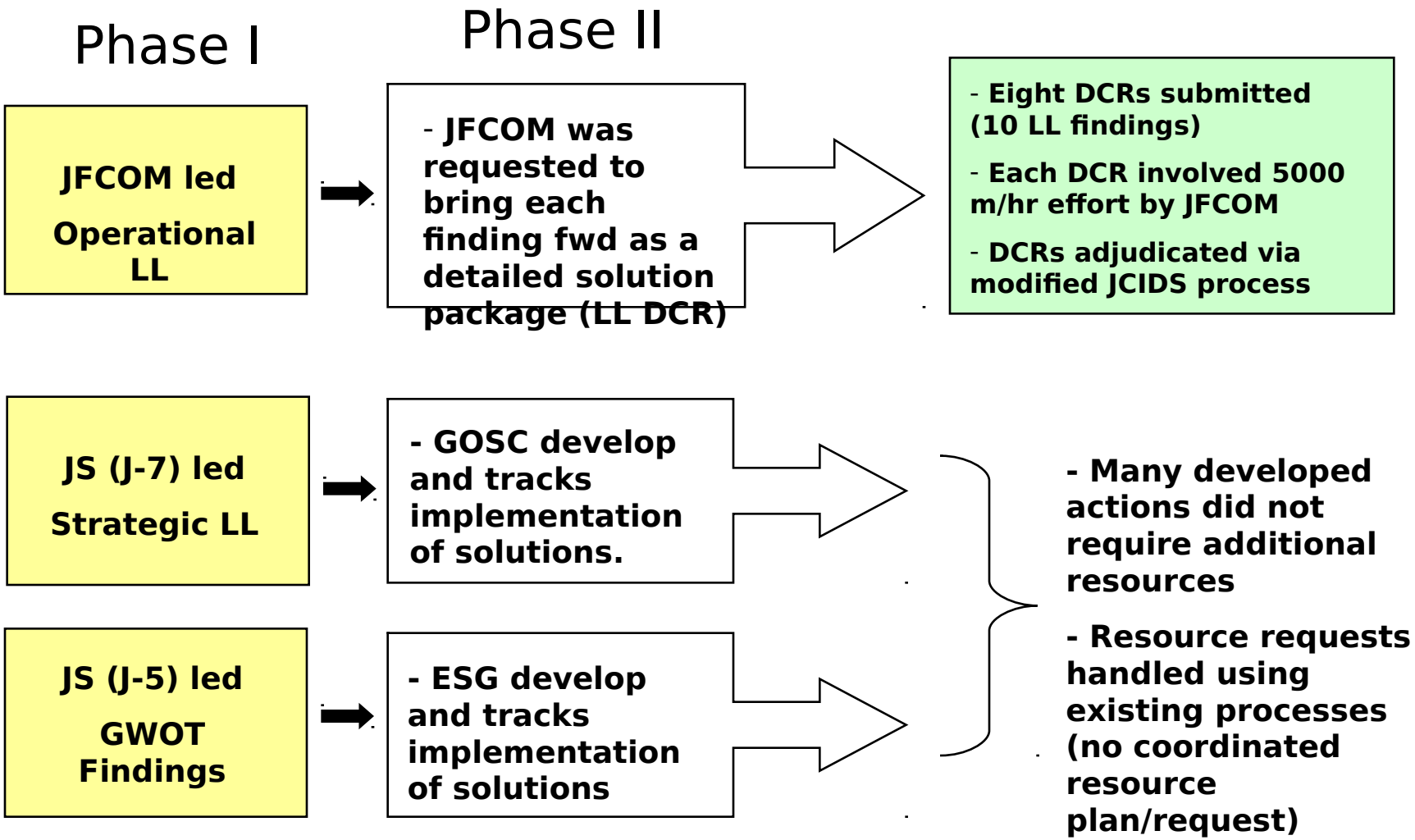
Council Members:

- Vice Chief of Staff, Army
- Vice Chief of Naval Operations
- Vice Chief of Staff, Air Force
- Assistant Commandant of the Marine Corps

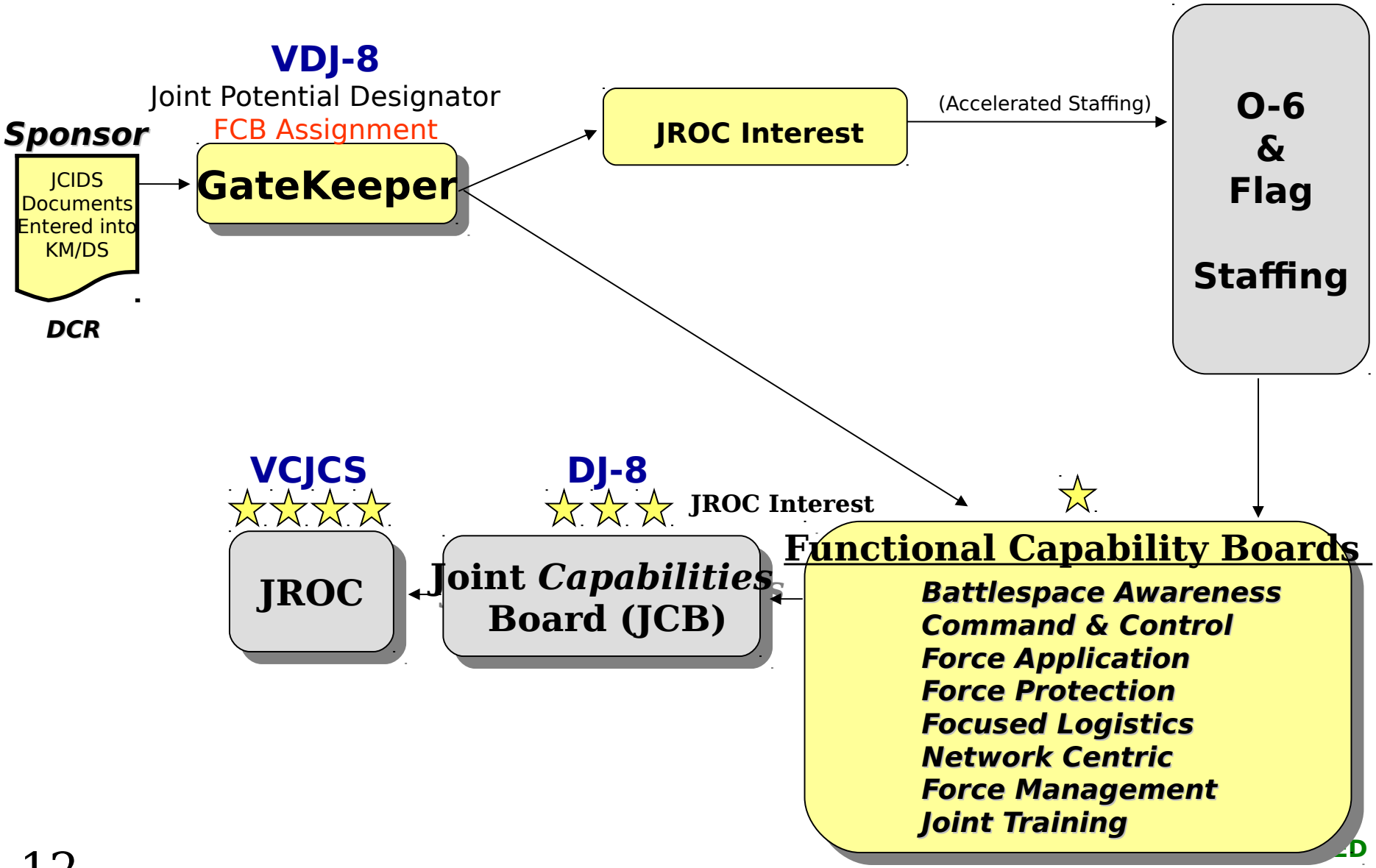
COCOMs have a standing invitation to attend all JROC sessions

Title X requires JROC to "identify and assess priority of Joint Military Requirements"

History of LL processing


Phase I
Phase II
JFCOM led
Operational LL
- JFCOM was requested to bring each finding fwd as a detailed solution package (LL DCR)
- Eight DCRs submitted (10 LL findings)
- Each DCR involved 5000 m/hr effort by JFCOM
- DCRs adjudicated via modified JCIDS process
JS (J-7) led
Strategic LL
- GOSC develop and tracks implementation of solutions.
JS (J-5) led
GWOT Findings
- ESG develop and tracks implementation of solutions
- Many developed actions did not require additional resources
- Resource requests handled using existing processes (no coordinated resource plan/request)

JCIDS Processing of LL DCRs



Summary of LL DCRs

- **Eight DCRs (covering 10 LL findings) processed through JROC**
  - 94 Approaches/ 367 Actions approved

Doctrine	**21%**
Organization	**9%**
Training	**15%**
Materiel	**32%**
Leadership	**3%**
Personnel	**7%**
other (Policy)	**13%**

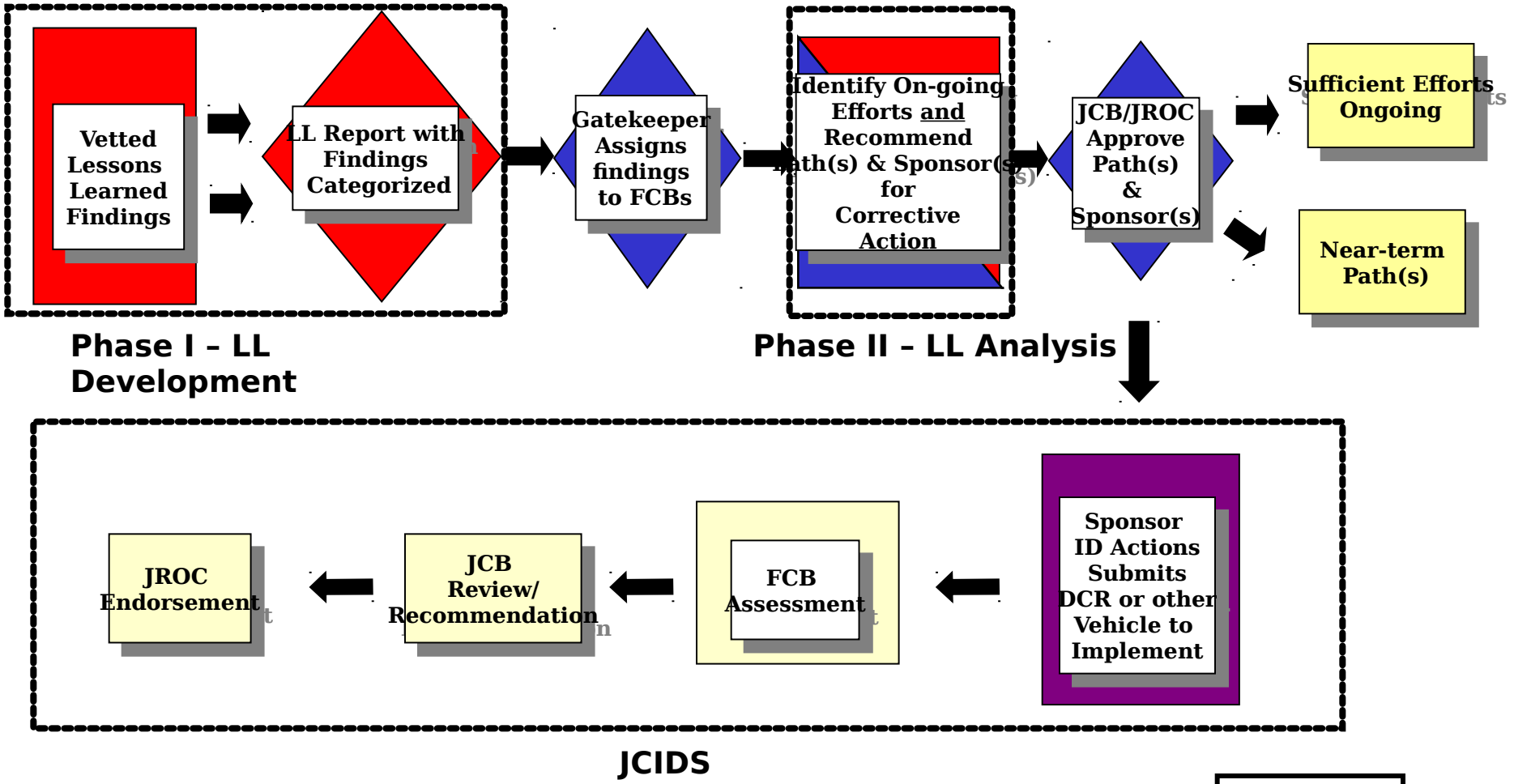
Tracking Action until Implemented

- **Joint Transformation Integration System (JTIS)**
  - **JS (J-8) managed SIPRNET based tracking system**
  - **Those tasked to accomplish actions update status**
- **Quarterly DOTmLPF Action Review (DAR)**
  - **JCB reviews status of all outstanding DCR and LL actions**

Lessons Learned in Processing LL DCRs

- **Lessons Learned in Processing LL DCRs**
  - **DCRs are not a vehicle to seek near-term funding**
  - **One-size does not fit all (DCR may not be the right vehicle)**
  - **More FCB interaction up front required**
- **Process for addressing Lessons Learned was revised per JROCM 045-05 (Feb 05)**

(New) Joint LL Process Overview



Note: C/S/As to collaborate with FCB and JFCOM in Phase II

Key Elements of New Process

- **Earlier involvement by FCB in analysis of recommended approaches and way ahead**
- **Appropriate resource path identified (earlier)**
- **Uses elements of JCIDS (FCBs, JCB, JROC) but streamlined (no formal staffing, etc.)**

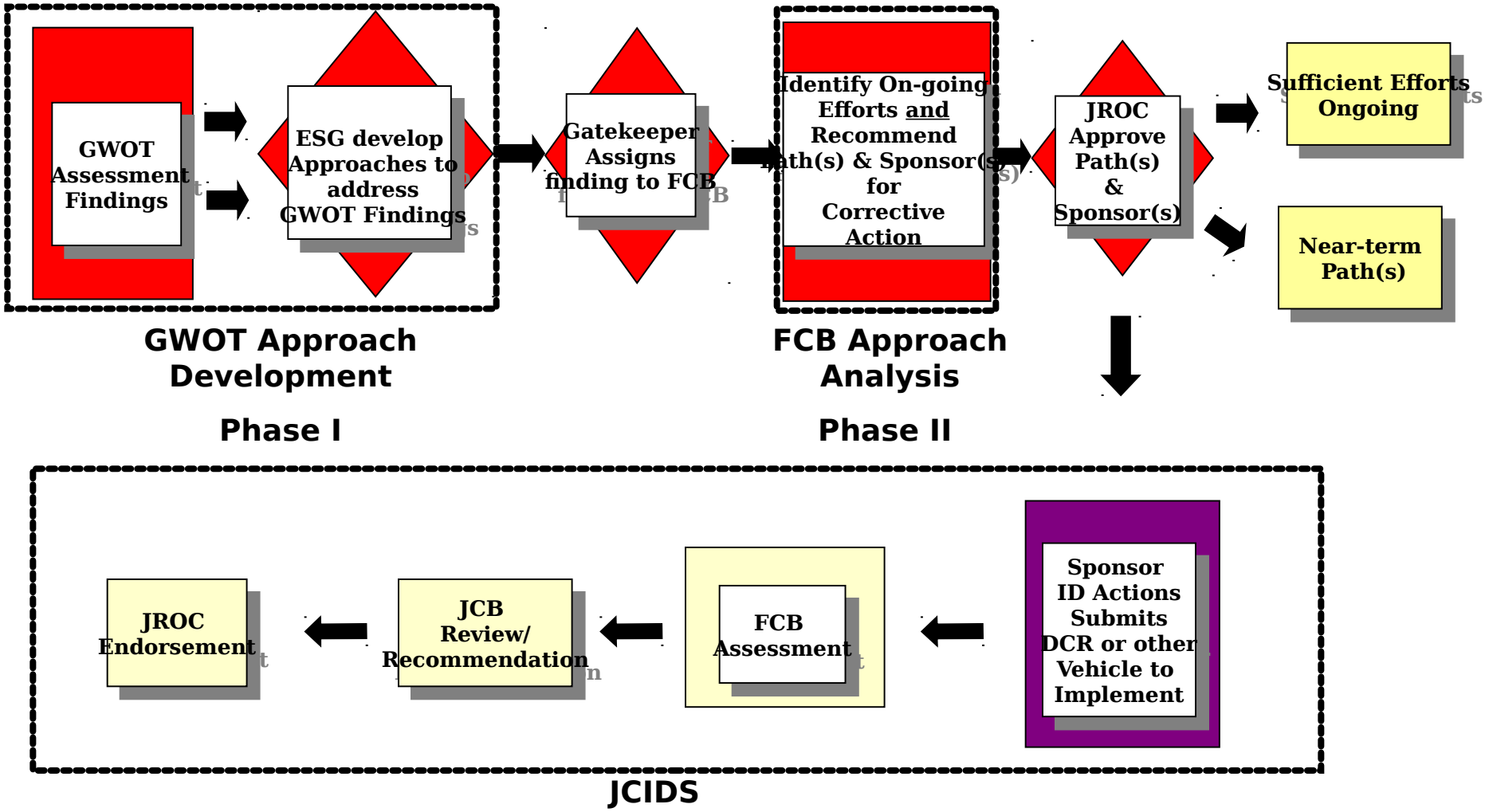
Near-term Path(s)

- **Breaking Services budgets to fund near-term “good ideas” is a challenging option.**
- **No large source of funds (unprogrammed) exists to fund Joint Transformational (non-urgent) good ideas.**
- **Avenues to seek near-term resourcing**
  - **COCOM Initiative Funds (CCIF) – Managed by JS J-7**
  - **Joint Urgent Operational Needs (JUON)**
  - **Joint Rapid Action Cell (JRAC) – OSD Led**

Joint Rapid Action Cell (JRAC)

- **Responsible to the Secretary of Defense through Under Secretary of Defense (Acquisition Technology & Logistics) and Comptroller.**
- **Monitors, coordinates and facilitates meeting Combatant Commander's Immediate Warfighting Needs.**
- **JRAC Instruction – CJCSI 3470.01 (Draft) Rapid Validation & Resourcing of Joint Urgent Operational Needs in the Year of Execution (Pending CJCS Approval/Signature)**

GWOT Finding Process Overview


GWOT Assessment Findings
ESG develop Approaches to address GWOT Findings
Gatekeeper Assigns finding to FCB
Identify On-going Efforts and Recommend Path(s) & Sponsor(s) for Corrective Action
JROC Approve Path(s) & Sponsor(s)
Sufficient Efforts Ongoing
Near-term Path(s)
GWOT Approach Development
FCB Approach Analysis
Phase I
Phase II
Sponsor ID Actions Submits DCR or other Vehicle to Implement
FCB Assessment
JCB Review/ Recommendation
JROC Endorsement
JCIDS

Note: C/S/As to collaborate with FCB and GWOT SMEs in Phase II

Way Ahead

- **Process all Joint LL findings that may have resource implications via New Process. Evaluate process after six months and refine as needed.**

- **Important to manage expectations on DCR funding.**
  - **JROC generally will direct Services to 'compete' actions in next POM build.**
    - **What does this mean?**
    - **Who will track?**
    - **What action will be taken if actions do not successfully compete?**

- **Bridge funding (until next POM build) will continue to be a challenge.**

Questions??

Back-Up

Evolution of the JROC

Joint Requirements Panel (JRP)

- Services
- DIA Representative (Intelligence Supportability)

8 Functional Capabilities Board (FCB)s

- Combatant Commanders
- OSD (P)
- USD (AT&L)
- USD (I)
- USecAF (Space)
- ASD NII/ DOD CIO
- D, PA&E
- DIA Representative (Intelligence Supportability)
- Mission Requirements Board Executive Secretary

Joint Requirements Board (JRB)

Joint Capabilities Board (JCB)

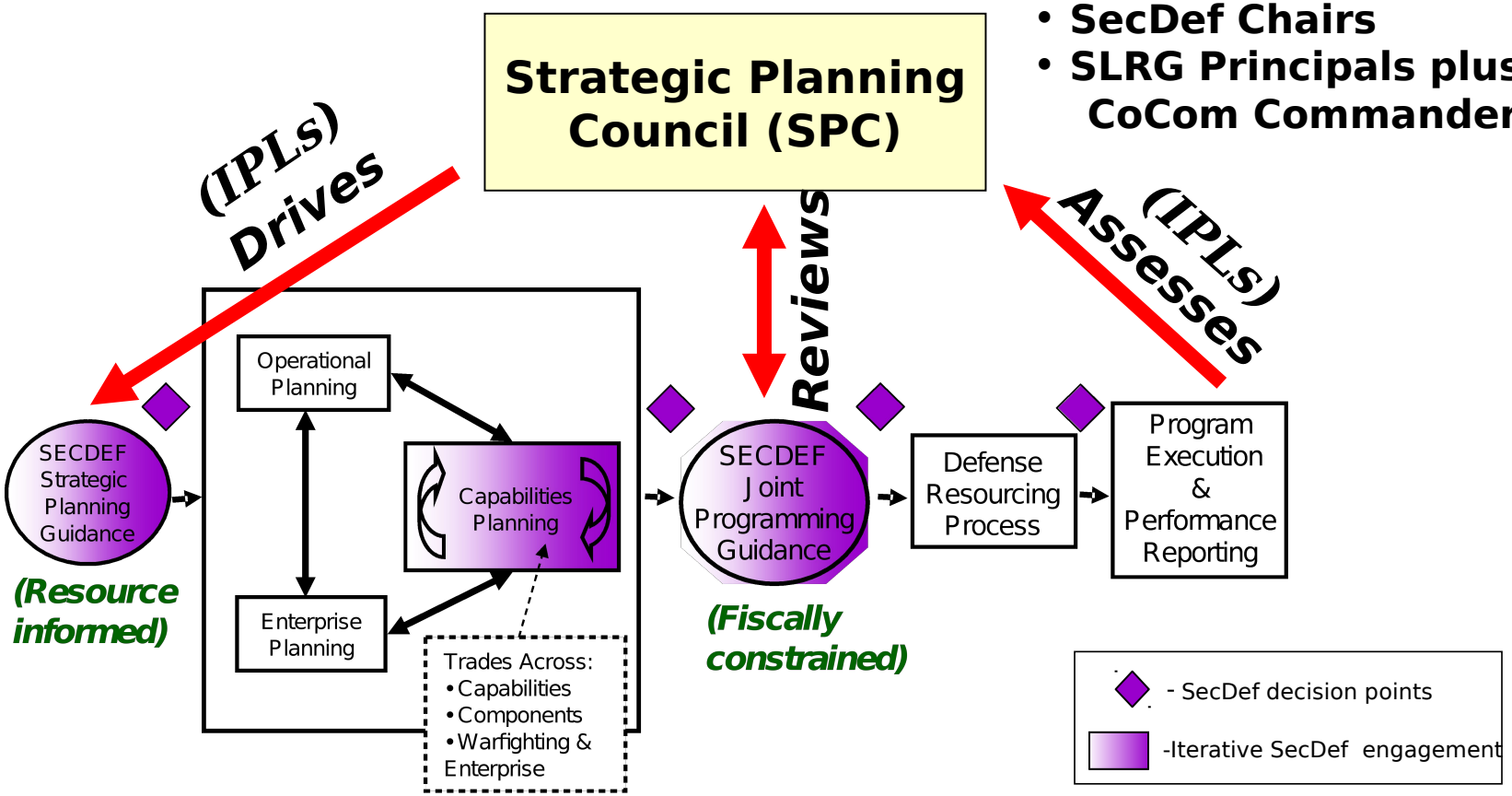
Joint Requirements Oversight Council (JROC)

ACAT 1 only

Joint Requirements Oversight Council (JROC)

All ACATs

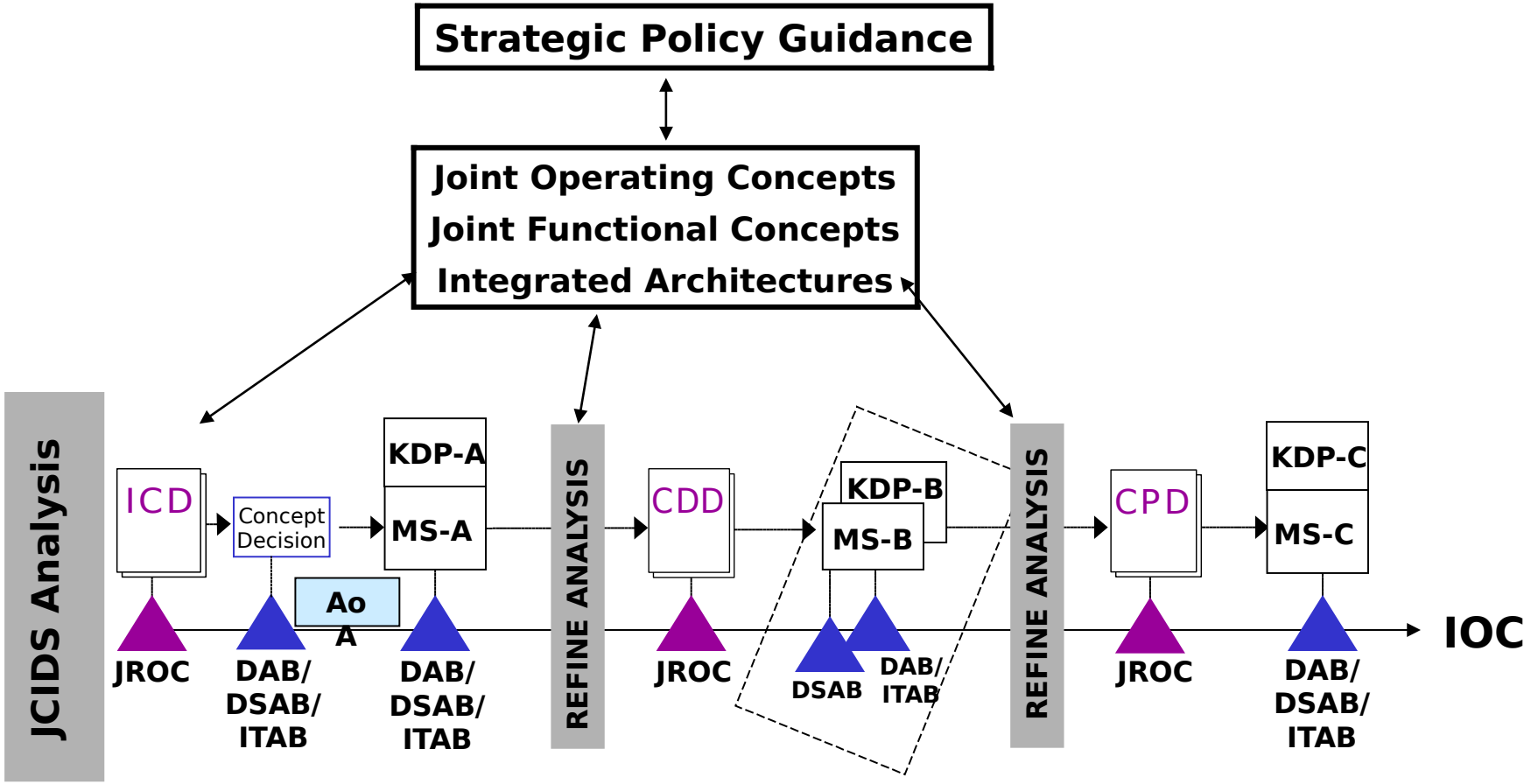
Top-Down Process



Overall Defense Capabilities Process:

- ***Senior Leadership Upfront***
- ***Department-Level View of What's Needed***
- ***Linking Strategy to Planning to Programming***
- ***31 Oct 03 Top Down CBP facilitated by OSD (P), OSD PA&E, and DJ8***

JCIDS ties to the DOD 5000 Series

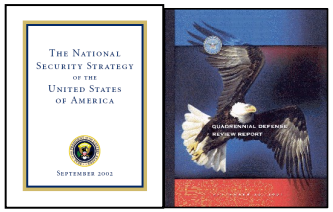


DAB - Defense Acquisition Board
DSAB - Defense Space Acquisition Board
ITAB - Information Technology Acquisition Board
KDP - Key Decision Point

ICD - Initial Capabilities Document
CDD - Capability Development Document
CPD - Capability Production Document

JROC Capabilities Based Process

OSD Policy
Strategy
Strategic Guidance (e.g., JopsC)



Irregular	Catastrophic
Traditional	Disruptive

Defense Planning Scenarios

1-4-2-1 and 'stretch goals' (10-30-30)

JROC macro

Warfighting Capabilities and corresponding force structure

Operational Availability Assessments

JCIDS
For material and non material solutions

Functional Capability Boards micro

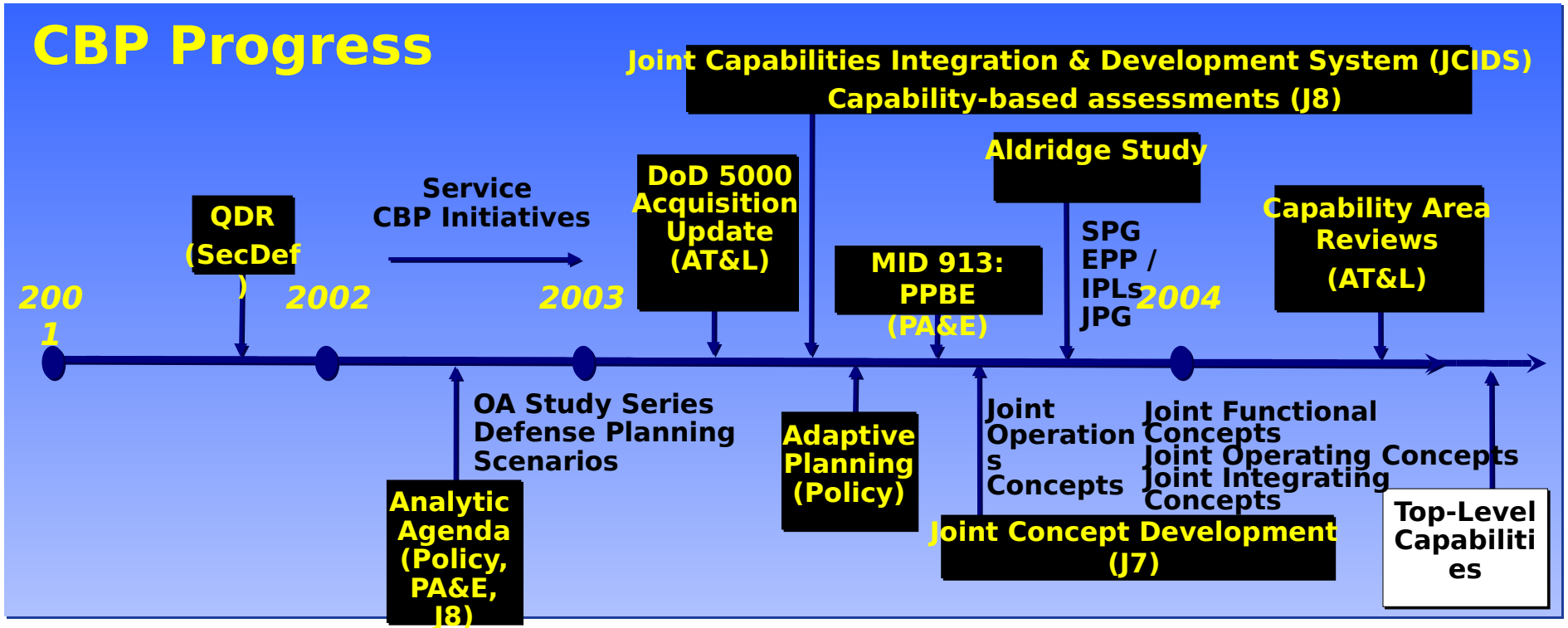
Joint Concepts (e.g., JIC

Capabilities Based Assessments

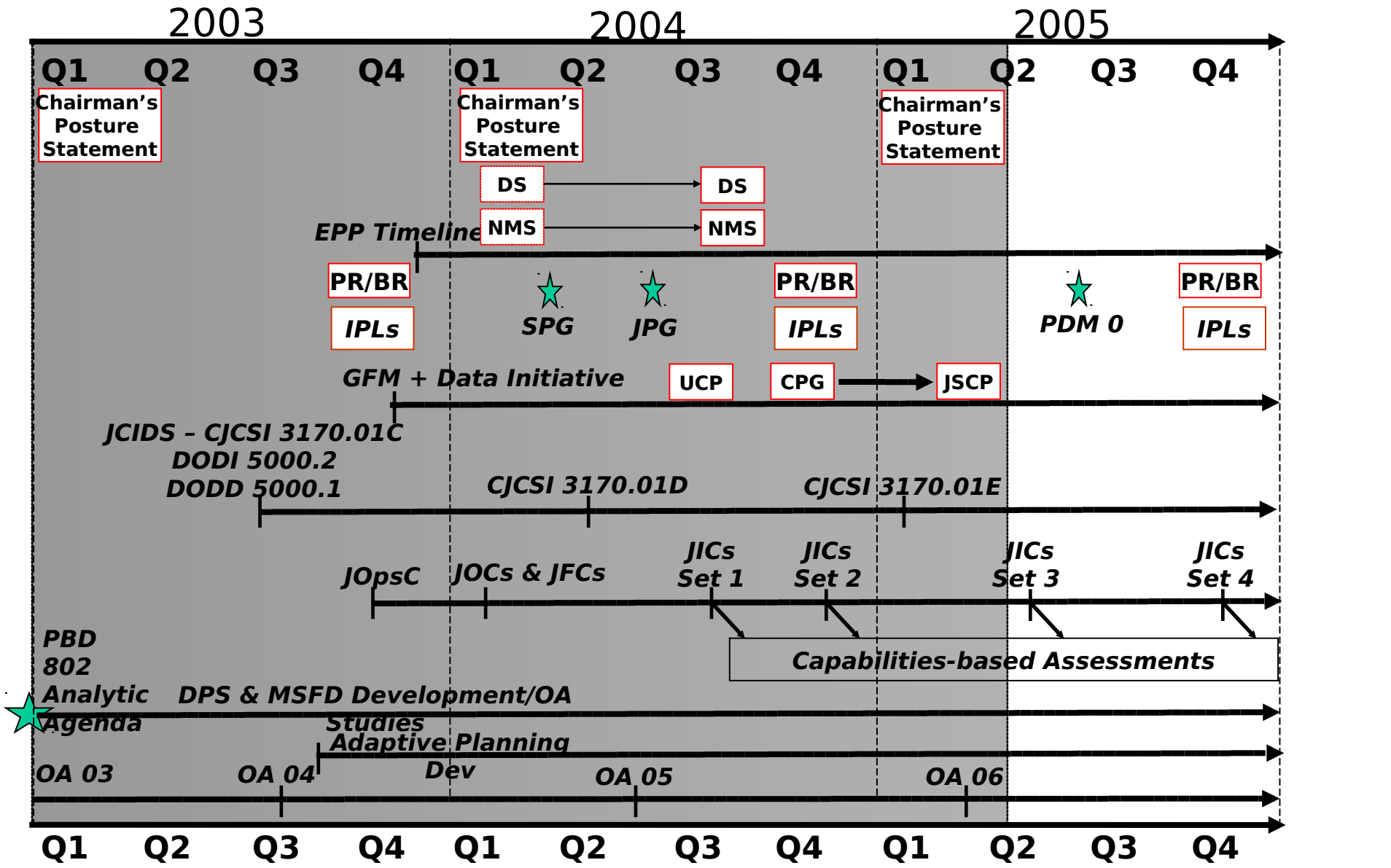
Capabilities Gaps and Overlaps

New Capabilities-Based Processes

- PPBS, the last major change in DoD resource management (1960s), was based on a decade of prior analytical development

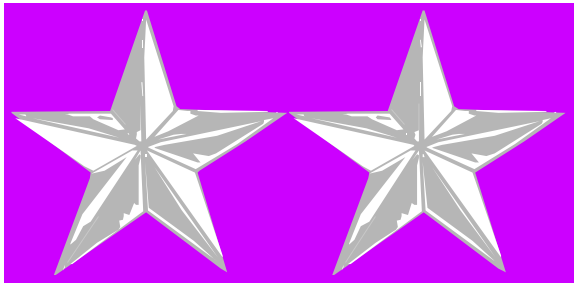


Capabilities Based Planning



Gatekeeper

- **Performs initial review of all FCB proposals**
  - **Support provided by JFCOM, J6, J7, J8, FCB WGs**
- **The Gatekeeper will determine:**
  - **Joint Potential Designator**
    - **JROC Interest**
    - **Joint Integration**
    - **Independent**
  - **Lead and supporting Functional Capabilities Boards**

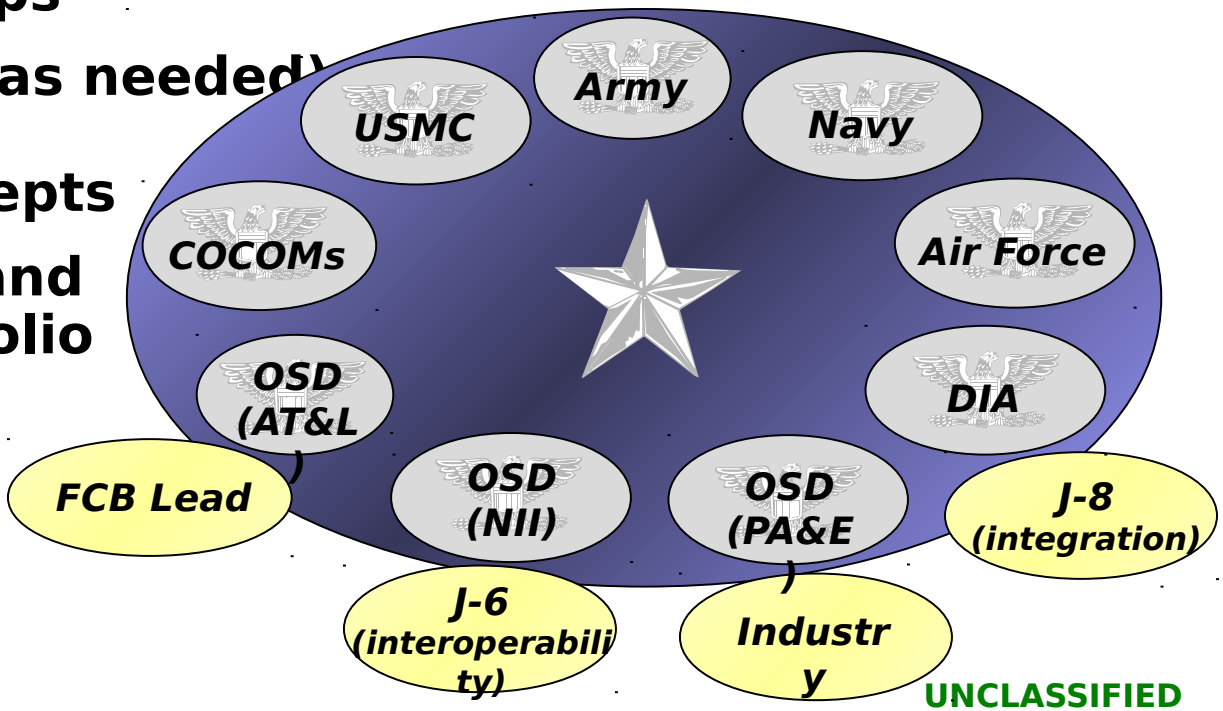


- **Formal Staffing begins after Gatekeeper decisions**
- **Chairs FCB GO/FO Integration periodic meetings**

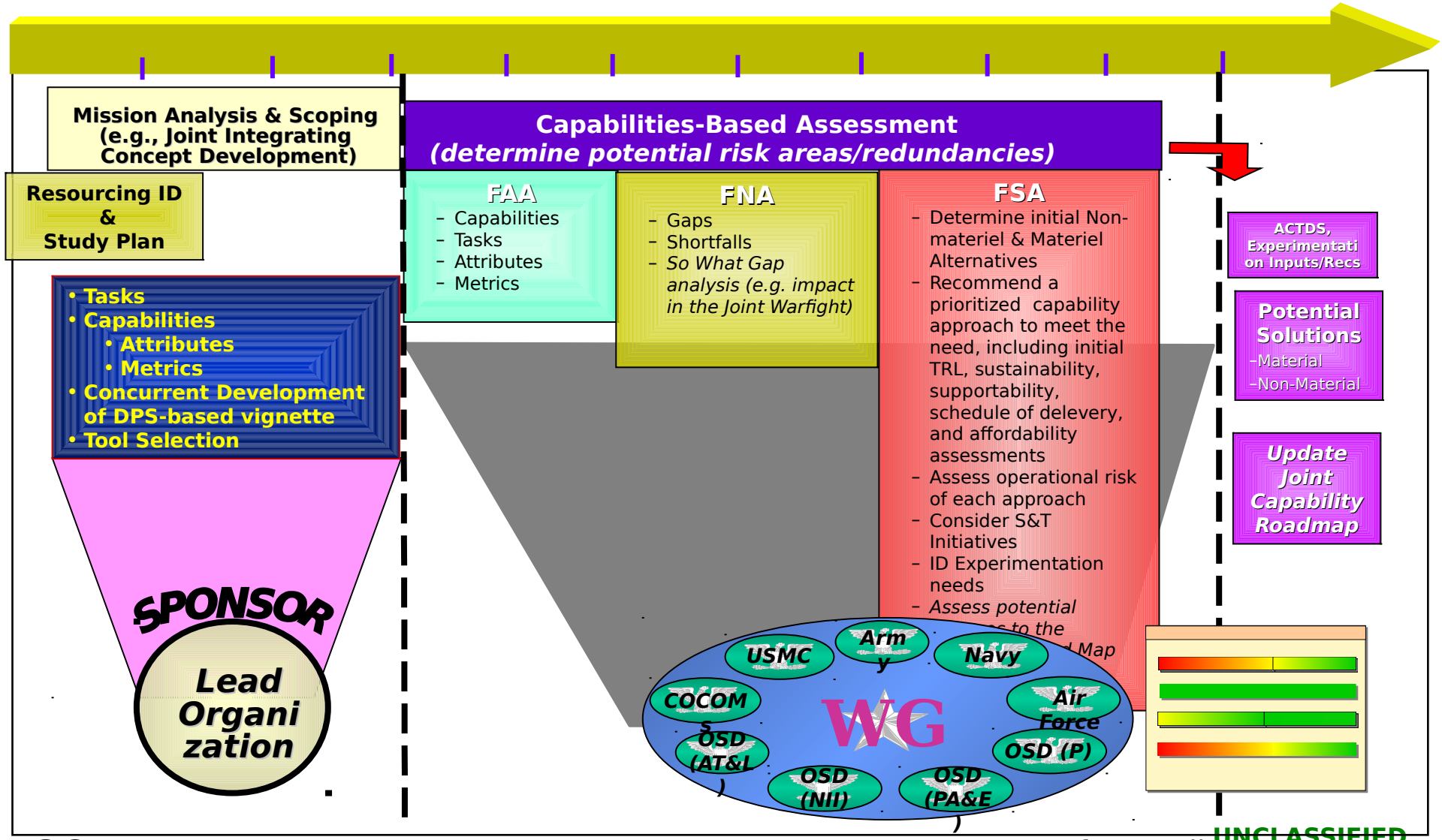
KM/DS is the tool for staffing

Functional Capability Board (FCB)

- **Chaired by Flag Officer**
  - **Co-chaired by an OSD SES**
- **Responsibilities**
  - **Evaluate and forward / validate JCIDS documents**
  - **Annual review and prioritization of capability gaps**
  - **Annual review (as needed) update of functional concepts**
  - **Annual review and update of portfolio**

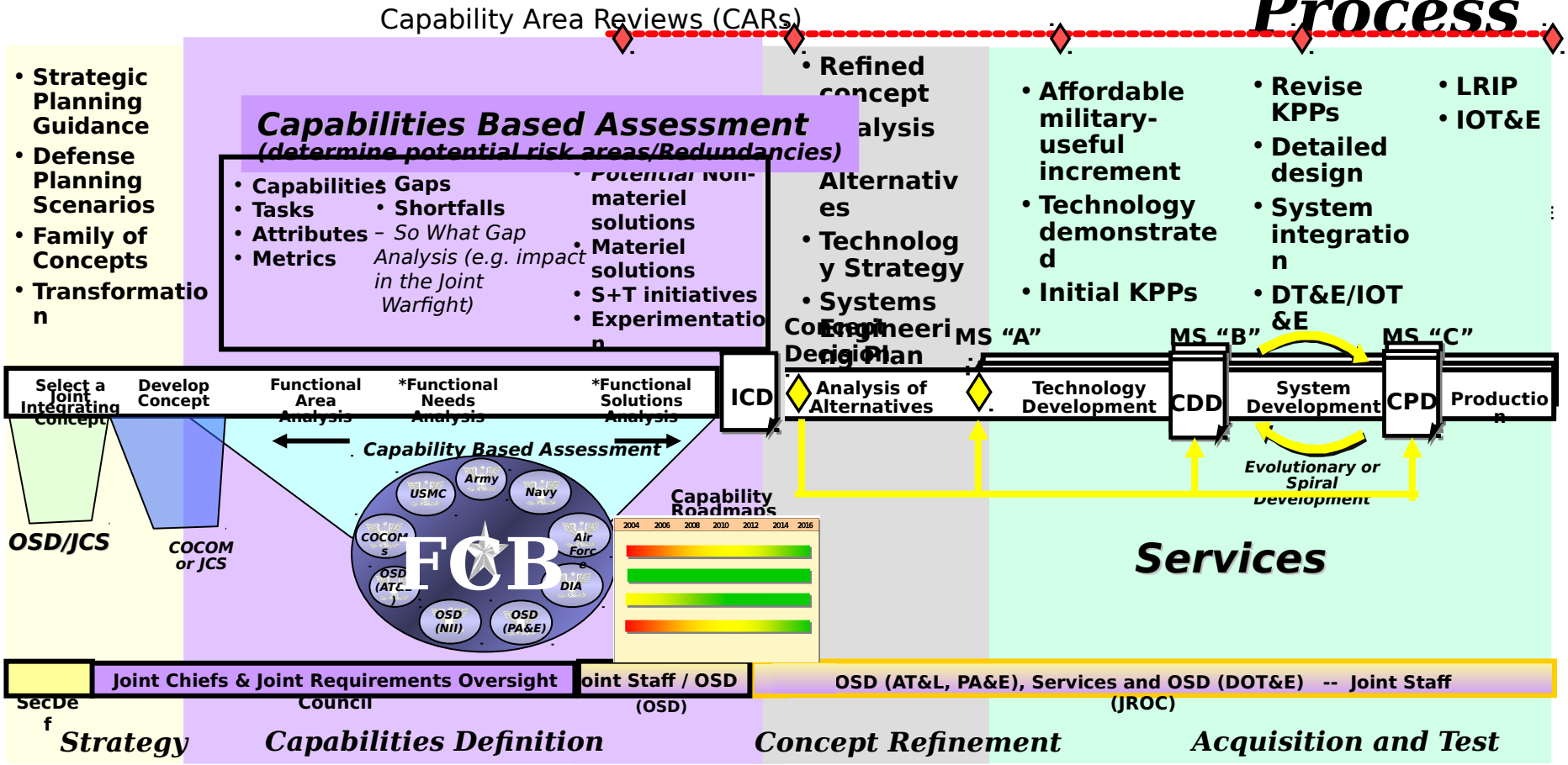


Joint Capability Based Analysis Framework



As of 21 April 05

DoD End-to-End Capabilities Definition, Acquisition and Test Process



As of 21 April 05

JCIDS Analysis

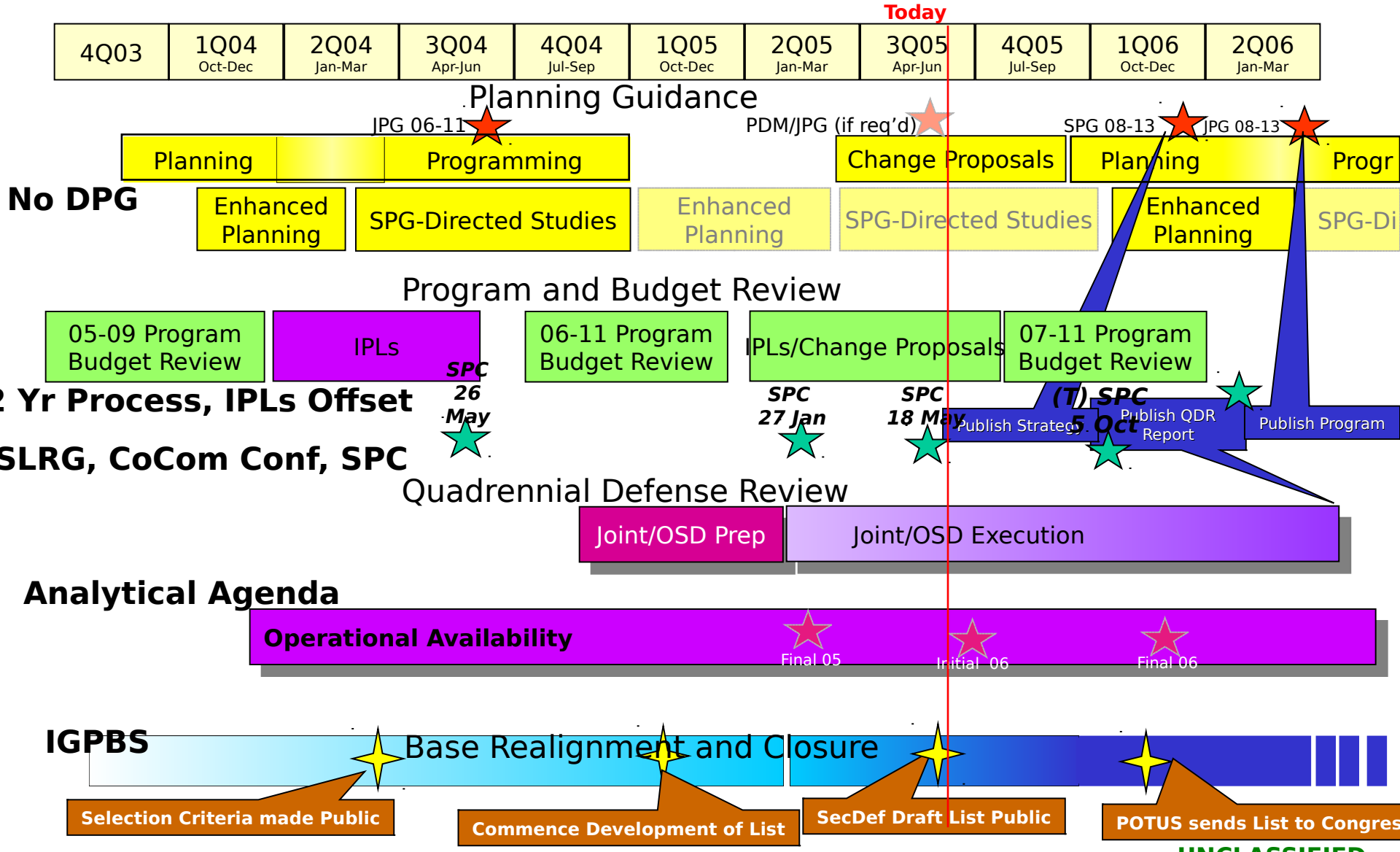
- **Functional Area Analysis (FAA)**
  - **Identify operational task, conditions, and standards needed to accomplish military objectives**
  - ***Result: tasks to be accomplished***

- **Functional Needs Analysis (FNA)**
  - **Assess ability of current and programmed capabilities to accomplish the tasks**
  - **So what Gap Analysis?**
  - ***Result: list of capability gaps and excesses***

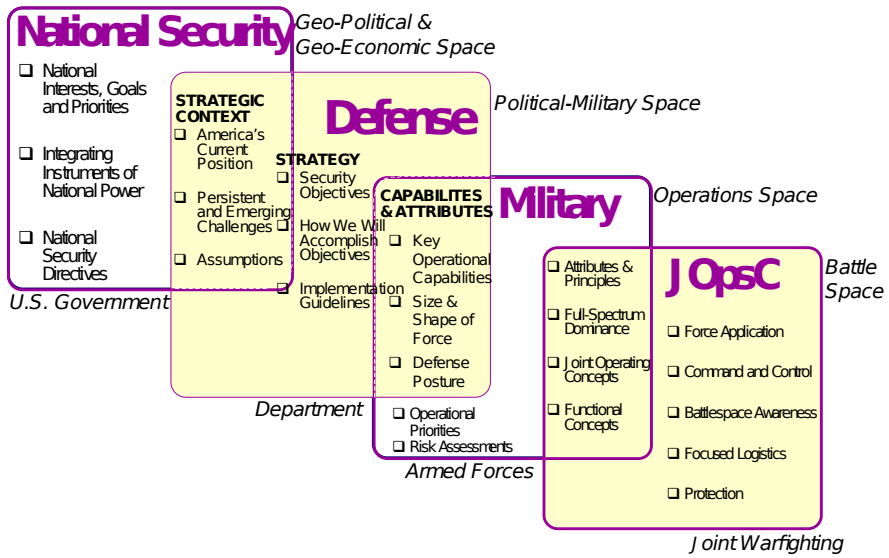
JCIDS Analysis

- **Functional Solutions Analysis (FSA)**
  - **Assessment of potential materiel and non-materiel approaches to addressing capability gaps**
  - **Recommend a prioritized capability approach to meet the need, including initial TRL, sustainability, supportability, schedule of delivery, and affordability assessments**
  - **Assess operational risk of each approach**
  - **Consider S&T Initiatives**
  - **ID Experimentation needs**
  - ***Result: viable solutions for capability gaps***
- **Post Independent Analysis**
  - **Independent analysis to determine best solution**
  - ***Result: Initial Capabilities Document***

Big Picture.....


Today
4Q03
1Q04 Oct-Dec
2Q04 Jan-Mar
3Q04 Apr-Jun
4Q04 Jul-Sep
1Q05 Oct-Dec
2Q05 Jan-Mar
3Q05 Apr-Jun
4Q05 Jul-Sep
1Q06 Oct-Dec
2Q06 Jan-Mar
Planning Guidance
JPG 06-11
PDM/JPG (if req'd)
SPG 08-13
JPG 08-13
Planning
Programming
Change Proposals
Planning
Progr
No DPG
Enhanced Planning
SPG-Directed Studies
Enhanced Planning
SPG-Directed Studies
Enhanced Planning
SPG-Di
Program and Budget Review
05-09 Program Budget Review
IPLs
06-11 Program Budget Review
IPLs/Change Proposals
07-11 Program Budget Review
2 Yr Process, IPLs Offset
SPC 26 May
SPC 27 Jan
SPC 18 May
(T) SPC 5 Oct
Publish Strategy
Publish QDR Report
Publish Program
SLRG, CoCom Conf, SPC
Quadrennial Defense Review
Joint/OSD Prep
Joint/OSD Execution
Analytical Agenda
Operational Availability
Final 05
Initial 06
Final 06
IGPBS
Base Realignment and Closure
Selection Criteria made Public
Commence Development of List
SecDef Draft List Public
POTUS sends List to Congres

Strategic Planning Guidance (SPG)



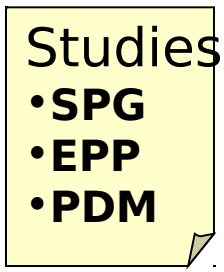
Informed by New Strategy Documents

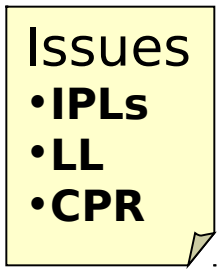
SPG Contents:

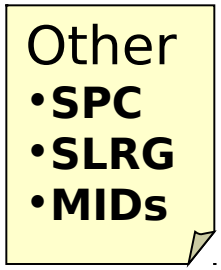
- **Strategic Objectives**
- **Department Priorities**
- **Major Assumptions**
- **Force Sizing Construct**
- **Risk Tolerance**
- ***Capability Guidance***
  - **Generally at the capability level, not platforms and weapon systems**
- **Study Initiatives**

SPG is Top-Level Capabilities Document

Joint Programming Guidance (JPG)/PDM 0







Multiple Sources

Evolve to Capturing SecDef Decisions Made throughout the Year

JPG/PDM 0 Contents:

- **Strategy Compliance**
- **Program Decisions**
- **Program MOEs**
- **Fiscal Adequacy**

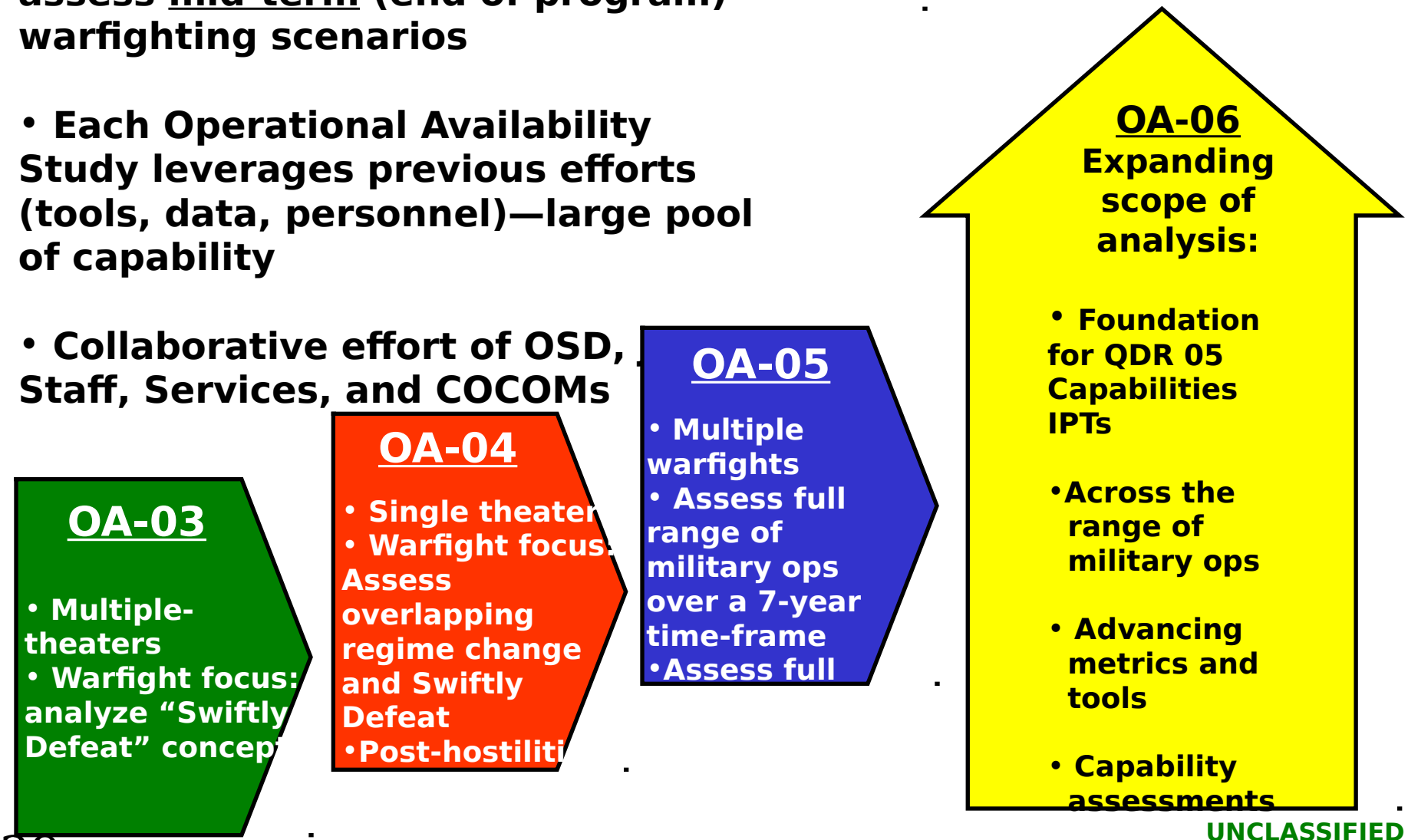
JPG/PDM 0 Provides Specific Program Guidance Ea

Operational Availability

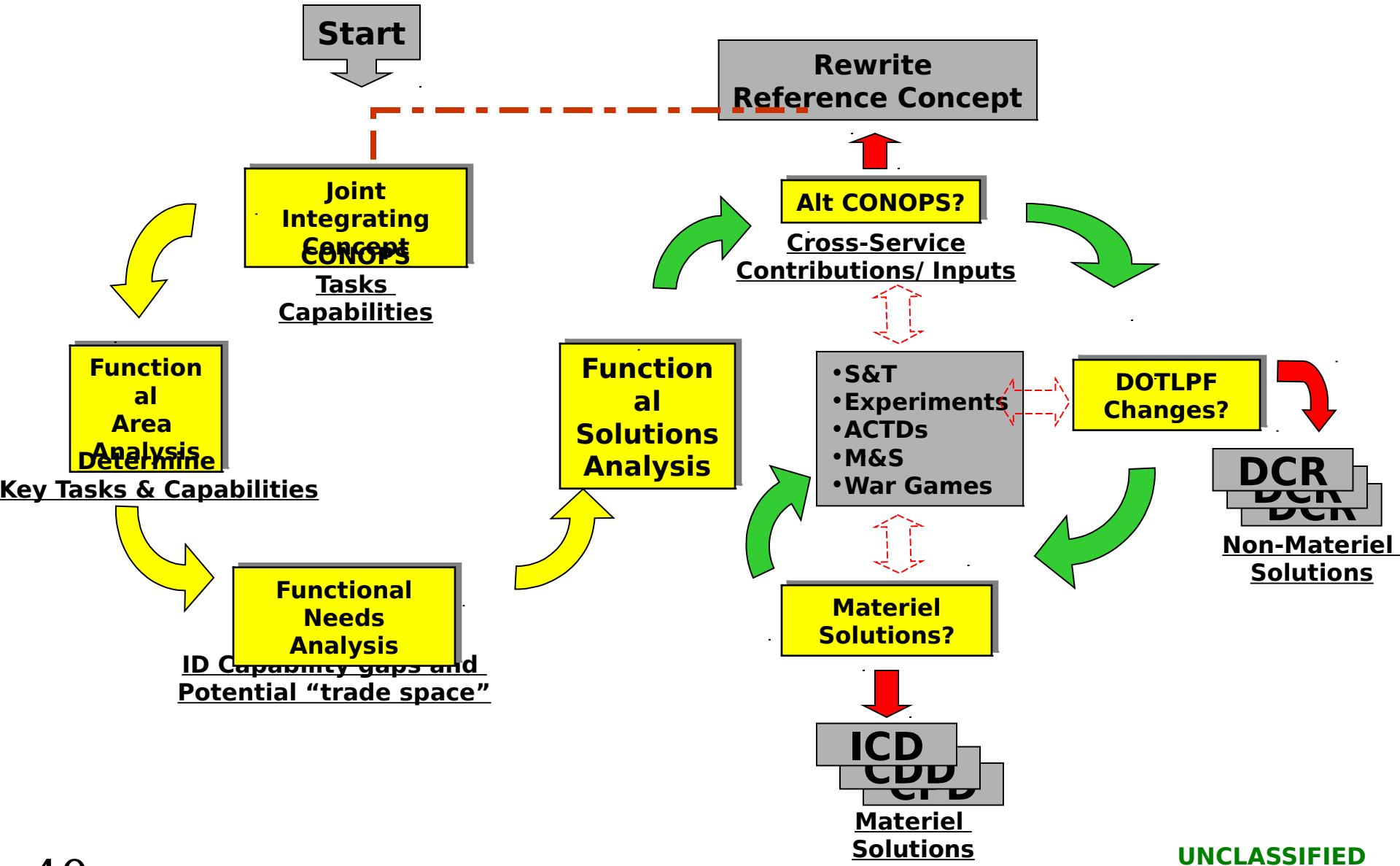
- **Operational Availability Studies assess mid-term (end of program) warfighting scenarios**

- **Each Operational Availability Study leverages previous efforts (tools, data, personnel)—large pool of capability**

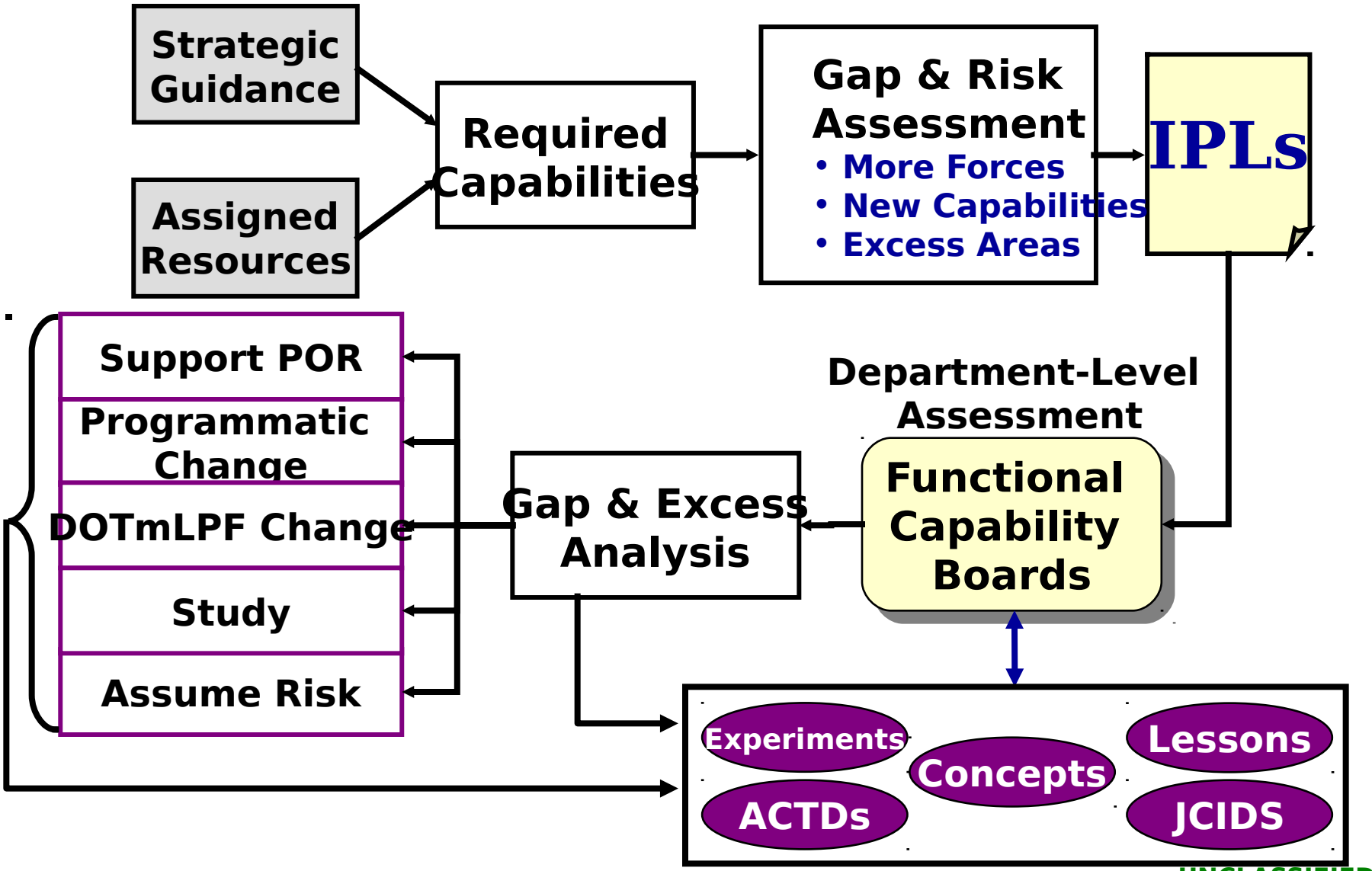
- **Collaborative effort of OSD, J Staff, Services, and COCOMs**


OA-03
• Multiple-theaters
• Warfight focus: analyze "Swiftly Defeat" concep
OA-04
• Single theater
• Warfight focus: Assess overlapping regime change and Swiftly Defeat
•Post-hostiliti
OA-05
• Multiple warfights
• Assess full range of military ops over a 7-year time-frame
•Assess full
OA-06
Expanding scope of analysis:
• Foundation for QDR 05 Capabilities IPTs
•Across the range of military ops
• Advancing metrics and tools
• Capability assessments

Way Ahead (FSA)



Capabilities-Based IPLs



OIF/OEF MCO LL (42 findings)-Listed by Category

Capabilities that fell short of expectations

- Fratricide Prevention
- Deployment Planning and execution
- Reserve Mobilization and Deployment
- Coalition Information Sharing
- Battle Damage Assessment

Capabilities that demonstrated considerable effectiveness

- Urban Operations
- Intelligence, Surveillance, and Reconnaissance (ISR)
- Information Operations (IO)

Capabilities that reached new levels of performance

- Joint Integration and Adaptive Planning
- Training
- Joint Force Synergy
- Special Operations Forces (SOF) and SOF-Conventional Integration

Implications for the Future

- Emerging Battlespace
- Dynamic Airspace Control
- Knowledge-Enabled Warfare
- Effects-Based Operations
- Campaign Assessment Methodologies
- Joint Reception, Staging, Onward-movement, and Integration (RSOI)

Operational Insights

- Theater Logistics
- In-Transit Visibility/Total Asset Visibility (ITV/TAV)
- Acquisition and Cross-Servicing Agreements (ACSAs)
- Interagency Reachback Capabilities
- Theater Missile Defense
- Contractors and Civilians on the Battlefield
- Overmatching Strike
- Joint Engineering
- Enemy Capitulation Concept
- CONUS-based Intelligence, information, and targeting Support
- Commercial Imagery Exploitation
- Joint Fires
- Sensitive Site Exploitation (SSE)
- Time-Sensitive Targeting (TST)
- Joint Headquarters Below Combatant Command Lev
- Command and Control of the Baghdad Fight
- Common Operating Picture (COP)
- Maritime environmental Response Operations
- Ultra-High Frequency Tactical Satellite Availability
- Public Affairs/Media Integration
- Expeditionary Public Affairs
- US European Command/US Central Command Seam
- Shaping Interagency Involvement

- Personnel Recovery

Other findings submitted by C/S/A

Findings adjudicated

Findings currently being

J8 Mission

- **Assist the CJCS with determining DoD Compliance with Combatant Commanders' priorities**
- **Assist the CJCS in developing alternative program recommendations**
- **Assist the CJCS in assessing military requirements for defense acquisition programs**
- **Develop *joint capabilities***
- **Conduct *studies, analysis, assessments for Joint Trades for the senior leadership***
- **Evaluate *plans, programs, and strategies***
- **Continue to *assist in evolution* the "Top Down Capabilities Based Process" (aka Aldridge Study, 31 Oct 03 memo) with OSD (P) and OSD PA&E**
- **Joint Requirements Oversight Council (JROC) Secretary**
    - **Chairman of the Joint Capabilities Board**
    - **Orchestrates Joint Staff support of capabilities development and oversees the Functional Capabilities Board (FCB) process.**

Conclusions, thus far, on JCIDS

- **Provides an enhanced methodology to identify and describe capabilities gaps and redundancies**
- **Helps to prioritize capability proposals**
- **Facilitates broad review of capability proposals independent of ACAT (Acquisition Category)**
- **Engages the acquisition community early**
- **Improves the identification of non-materiel alternatives**
- **Improves collaboration with other departments and agencies**

We still have a ways to go on this “Road of Discovery” but the process is having a positive impact

JROC Interest Staffing Process